NURSING ADMINISTRATION and NURSING ADMINISTRATION/OCCUPATIONAL AND ENVIRONMENTAL HEALTH (Refer to the enclosed Comprehensive Examination paper format. Choose one descriptor from each of the bold options to create your comprehensive examination situation.)

1. New Age HealthCare (NAHC) is:

a) A general acute care hospital b) An ambulatory surgery center c) A hospice, either in an acute care hospital or in a home care agency

d) A long term care hospital

e) An occupational health care center

f) A behavioral health center

g) A multi-specialty ambulatory clinic

h) A specialty hospital

2. NAHC is a young organization, having been incorporated as a not for profit entity only 5 years ago. A majority of the stakeholders, including patients, employees, physicians and community leaders are of different cultural and ethnic backgrounds. Reimbursement is one of the following (choose a or b):

a) 40% managed care contracts, 40% Medicare, 15% MediCal, and 5% private pay or unreimbursed care, or

b) 60% contracts with community providers to manage industrial injuries on a capitated basis, and 40% contracts for occupational services on a fee-for-service basis.

3. Last year the organization experienced a significant decrease in revenue and lost $5,000,000 for the fiscal year, creating the impetus to identify why this happened and to develop a strategic plan to reverse the trend in this upcoming fiscal year. Additionally, the bi-annual survey of the employees has revealed that many employees at all levels and throughout the departments do not feel that NAHC is providing a motivating and supportive work environment. You are the (choose one): a) Chief Nursing Officer (CNO)

b) A departmental Nursing Director, or

c) A unit Nursing Manager

4. NAHC is challenged to be better positioned in the future, to provide excellent care, and to be financially secure. NAHC must also address the employee climate survey findings and devise programs and interventions that will support a “healthy work environment” and a safe patient environment. The organization has just completed a new strategic plan and you are responsible for the following initiative: (choose one):

a) Establish a new service line (your choice) to increase revenue, or

b) Design a throughput plan for two hospital units that will impact the input, throughput and output of these two units (e.g., flow from Emergency Department to medical-surgical unit; flow from ICU to telemetry unit), or

c) Perform an analysis of an existing service line (your choice) to determine if it should be expanded or eliminated/reduced.

8 A. Write a one-paragraph executive summary upon completion of your paper; place this summary at the beginning of the paper (this is part of the 15-page exam but you may continue on the same page).

B. Explicitly state any additional facts or assumptions that you use to address the project that you have chosen. Identify specific internal and external strengths and weaknesses affecting the organization and that influence this project, as well as factors that offer both challenges and opportunities.

C. Describe your goals for this project over the next 12-month period. Identify three measurable outcomes you will use for evaluation of the project (one must be a quality related outcome, one a financially related outcome and one an outcome related to improving the work environment for the employees).

D. Develop a comprehensive plan using a project management theory for implementation of these goals; include a timeline for goal achievement. (The timeline may be included as an attachment and not counted in the 15-page narrative presentation of the exam.)

E. Incorporate a leadership and a change management theory into your implementation plan. Identify and describe the power bases that you will use to accomplish this initiative.

F. Incorporate a professional practice model in the project and explain the rationale for the selection of the model.

G. Discuss the communication processes you will use throughout this project, including your rationale for the processes you have chosen.

H. Incorporate a discussion of the diverse cultural and ethnic backgrounds of the stakeholders and how you will maximize their strengths and increase employee satisfaction specific to the project and the NAHC organization itself.

I. Discuss two issues, pertinent to the initiative and that have an impact on your advanced nursing practice as an administrator: an ethical and a policy issue, OR two ethical issues, OR two policy issues. Describe how you will address these issues. Support your discussion with appropriate reference to applicable theory(ies) involved.

J. Include the following financial portions: 1)